

STATE OF IOWA AFFIRMATIVE ACTION/DIVERSITY PLAN AND REPORT

Diversity Plan's Relationship to Affirmative Action

Each department will submit by July 31st an Affirmative Action/Diversity Plan to DAS, who will receive it on behalf of the Diversity Council. This document is to report on your activities and accomplishments for FY 2008, and report on your intended activities for FY 2009.

For the purposes of this document, the term protected classes refers specifically to females, minorities, and persons with disabilities. Protected classes may be subject to numerical goal setting in employment. The term diversity includes the protected classes, but also includes broader differences, such as age, sexual orientation, and religion. These differences are not subject to numerical goal setting in employment, but may be protected by non-discrimination statutes and policies. Please refer to Executive Order Four and the State's EEO/AA Policy for more details.

Diversity Plan Content and Design

(The following AA/Diversity Plan and Report format is required; however additional material may be submitted or referenced.)

I. Hiring and Promotion Practices

You submitted a baseline of your current hiring and promotional practices to DAS in February 2008. DAS will be contacting you to address questions and seek clarification of your submission. You will not need to submit any additional information until these meetings take place over the next several weeks.

AGENCY ACTION: If you have made any changes to your hiring practices during FY 2008 since your February submission, please submit these changes as part of your FY 2008 AA/Diversity plan results. In addition, if you plan any changes in FY 2009 those may also be submitted.

II. Recruitment and Retention Plan

AGENCY ACTION: Please fill in the text boxes in the template to describe any activities or initiatives you took in FY 2008 to address recruitment issues in your agency and your plans for FY 2009.

Recruitment and Retention Plan Intent

Recruitment and Retention of a skilled, productive, and motivated workforce is critical to establishing and maintaining a culture of excellence. Department plans will reflect specific departmental skill and workforce makeup needs to reveal opportunities for attention and improvement. These plans are intended to document your efforts in creating a culture of excellence.

Recruitment Plan

The purpose of the department's recruitment plan will be to position state government at all levels for success in finding, acquiring, retaining and promoting quality talent.

The primary components of the recruitment portion of the template include:

- Organizational Strategies
- Analysis of Factors Affecting Recruitment
- Sourcing Activities and Tools
- Other Recruitment Management Methods
- Milestones and Time Tables

Organizational Strategy

Improving diversity will help us advance our long term strategic objectives and business goals in the following manner:

An effective discrimination enforcement agency helps Iowa increase the pool of qualified workers, in turn insuring Iowa receives as broad based economic contributions as possible from all sectors of society. To attract and sustain a pool of highly skilled workers, our agency assists in educating, training and recruiting a culturally competent workforce. Our agency educates business and industry on discrimination laws and diversity issues to prevent problems and provide a more welcoming economic climate.

ICRC is a partner in the Governor's vision of One Iowa. Without this system of justice, Iowa would lose the value of contributions of all members of society and lose the image as a welcoming, safe state, ready for a diverse workforce. Creating safe and attractive living and work environments, attracting and sustaining a pool of highly skilled workers, enhancing and promoting equality and justice are dependent

on Iowa being a state free from discrimination and free from the loss of dignity, humanity and economic loss.

The overall organizational strategy for recruitment in my department for FY 2008 and changes for 2009 will include the following:

FY 2008 Posting on brass ring; e-mails to groups and individuals on mailing lists; networking in the community, & selected advertising.

FY 2009 Posting on brass ring; e-mails to groups and individuals on mailing lists; networking in the community, & selected advertising.

Describe how managerial staff is assigned or otherwise allocated to the recruitment function. Please list what levels of management are involved in the recruitment function:

FY 2008 Levels of management involvement in recruitment: The head of our education and outreach unit has an extensive email list to interested parties and stakeholder groups and extensive community contacts. The administrative law judge and supervisor over our screening, intake and housing units assist in interviewing and screening candidates.

FY 2009 The head of our education and outreach unit has an extensive email list to interested parties and stakeholder groups and extensive community contacts.

The name and contact information of a primary recruitment contact for usage by DAS is:

Ralph Rosenberg

Analysis of Factors Affecting Recruitment

Based on known or projected staffing needs for FY 2009, please provide an estimate of the number of vacancies you plan to fill in FY 2009. (Note: this is for general information only and not intended to replace the affirmative action analysis and goal setting for FY 2009):

2-3

Of the total number of positions to be filled, the following job classes have been identified as difficult to fill based on previous experience:

civil rights specialist and clerk specialist (though it depends how you define difficult)

Of the total number of positions to be filled, the following job classes have been identified as high turnover:

None

Of the difficult to fill and high turnover job classes, list recruitment barriers experienced by job class:

Difficult to fill barriers--salaries and shortage of skill sets-

For high turnover, --we do not have high turnover classes

Of the difficult to fill and high turnover job classes, those which are typically underutilized for protected classes (females, minorities, or persons with disabilities) are:

None

List the barriers that have been identified in recruitment of the protected classes:

N/A

The following methods and activities are planned to deal with recruitment barriers in FY 2009:

Not applicable because we can't control salaries.

Sourcing Activities and Tools

In FY 2008 we attended the following career fairs, networking events, and community events:

our agency is represented at 50-70 all over the state (though mostly for general outreach)

In FY 2009, we plan to attend the following career fairs, networking events, and community events:

We would continue to attend a similar number.

Besides the DAS BrassRing applicant tracking system, we use (or plan to use in FY 2009) the following sourcing tools:

Tool	FY 2008	Budget Est.	FY 2009	Budget Est.
Internet Job Postings	Text Box	Text Box	Text Box	Text Box
Resume Search Products	Text Box	Text Box	Text Box	Text Box
Standard News Print	bystander and el communicador	500-1000	bystander and el communicad or	500-1000
Specialty Trade Journals	0	0	0	0
Radio	0	0	0	0
TV	0	0	0	0
Open House	at colleges	0	colleges	0
Search Firms	0	0	0	0
Temporary Staffing	colleges	0	colleges	0

Other (please list):

Text Box

Identify which of these sourcing tools; either individually or in combination, are most effective in your experience:

campus career fairs/career days; building upon relationships started during internships.

Other Recruitment Management Methods

In FY 2008, we recruited passive candidates in the following manner (passive candidates are those not actively seeking employment):

same efforts as listed above

Does your agency use interns? If so, please describe your process for recruiting, such as posting to your website or DAS, hiring as temporary, use of Americorps, etc.:

yes--posting at colleges; and extensive use of Americorps

Please indicate whether you utilize temporary employment services to provide potential candidates for permanent hire, and if so the process you follow:

no

Describe how you handle, track, or otherwise process unsolicited resumes. Indicate if/how you share these within your agency or with other agencies:

Explain to candidates the preference to track on brass ring and to consult brass ring for vacancies in this and all other agencies.

Milestones and Timetables

Summarize your FY 2008 recruitment milestones and identify opportunities for improvement:

recruited two and filled two

For FY 2009, provide a timetable for those activities you plan to implement:

We plan to hire two new investigators by the end of the summer and one new support staff

Retention Plan

The purpose of the department's retention plan is to retain and promote diverse and qualified talent.

The primary components of the retention portion of the template include:

- Analysis of Factors Affecting Retention in three areas – FY 2008
 - Turnover
 - Promotions
 - Employee Engagement
- Plans to Improve – FY 2009
- Self assessment

Analysis of Factors Affecting Retention – FY 2008

The following sections are intended to obtain your analysis of the following factors affecting your workforce.

Turnover

From a retention perspective, the following job classes present the greatest challenge:

None

List the issues you have identified that contribute to the turnover in these classes:

none

Check the methods you use to identify turnover factors (check all that apply):

☐ Exit interviews

Describe how these are conducted:

Text Box

☐ Workforce surveys (employee engagement, satisfaction)

Describe how these are conducted:

Text Box

☐ Management team meetings/exercises

Describe how these are conducted:

Text Box

☐ *Other methods (please describe):*

Text Box

Promotions

Identify some of the most critical competencies you perceive to be most lacking in your organization. This may include any particular knowledge, ability, or skill, or personal trait:

****no promotions in 3 years--**

competencies lacking-- weaknesses in writing;

Which of these same competencies are most likely to affect a decision in your organization to open a vacancy to the general public rather than as a promotional opportunity:

none

Identify barriers to promotional opportunities for internal employees, such as lack of education, infrequency of suitable vacancies, geographic location, etc. :

none

Indicate if and how these barriers differ for protected class employees (females, minorities, persons with disabilities):

no difference

Employee Engagement

Describe any activities or methods (such as surveys or interviews) your department uses to measure the engagement of your employees with your organization:

small or large groups unit meetings; team meetings; one on one 'walking around' efforts by the Director

Identify what topics you address:

- ☒ *Understanding of the organization's vision and mission*
- ☒ *Managerial approachability and style*
- ☒ *Job satisfaction*
- ☒ *Cultural inclusion*
- ☒ *Flow of and access to information*
- ☒ *Career progression awareness*
- ☒ *Work/life balance*
- ☐ *Other - Text Box*

Employees would rate the department's effectiveness in communicating the support, programs and promotional opportunities available to them as:

☐ *Good* ☒ *Needing Improvement* ☐ *Unknown*

Describe the employee communication methods used to make employees aware of the support, programs, and promotional opportunities available to them:

emails, team and staff meetings; one on one's; and bulletin board

Describe any changes you plan to make around employee engagement in FY 2009:

greater one on one meetings

Plans to Improve – FY 2009

Check all programs you will implement in FY 2009 and describe how you see the program improving retention in your workforce for FY2009:

☒ *Orientation and On-boarding:*

working to improve training program and creation of new employee manual (work in progress)

☒ *Training and educational opportunities to support business needs and employee competencies to enhance promotional potential:*

HUD, local conferences, interdepartment trainings

☐ *Workplace accessibility (visual, physical):*

none

☒ *Mentoring:*

one on one with newest employees and potential employees (interns)

☐ *Awards and Recognition:*

retirements; years of service;

III. Diversity Training

AGENCY ACTION: Please provide information about diversity related training provided in FY 2008. This will be used to report FY 2008 training activities for the FY 2008 affirmative action plan year.

5 staff attended week long HUD diversity training
4 staff attended regional training in KC
5 staff attended the Mosaic annual diversity conference
4 staff attended the Latino Affairs training
2 staff attended the annual safe schools training (GLBT)

4 to 5 Staff routinely provide diversity training to private and public sector across the state and out of state.

Our own staff have provided a total number of 231 presentations, to a total number of 11,213 attendees.

Provide information about diversity-related training planned for FY 2009 in the text box.

Approximately the same as above--however, budget cuts and increased transportation cuts may cut into the amount of training for 09 that staff attend.

Supervisors and managers have also signed up for the new diversity training.

Note: Mandatory diversity training will be provided to both management and employees in FY 2009. However, include in your plan and report any other training you are planning or have done.

IV. Workforce Composition and Hiring Opportunities

AGENCY ACTION: The goal setting data to address underutilization of protected class members in underutilized job categories will be sent to you for action separately in late July as mentioned earlier in this document. This data won't be available until after the end of the fiscal year. Therefore you will not need to submit your hiring goals with this document.

We will continue to address numerical underutilization through the normal quantitative affirmative action process as you have done in the past:

- DAS will provide your agency with your department's workforce composition, average turnover, and underutilization by job class.
- Your agency will review this data and establish hiring goals for FY 2009.
- Hiring lists issued by DAS will continue to identify protected class members if the job class is underutilized. How this list is handled should be addressed in your hiring practices and procedures (Item I., above).
- DAS will calculate your year end FY 2008 protected class hiring progress.
- Your hiring progress in FY 2008 and hiring goals for FY 2009 will be incorporated into the AA/Diversity Plan Annual Report to the IGOV and Legislature, due by September 30, 2008.

You also receive periodic hiring opportunity reports that remind you of the vacancies that are currently in process for your department

As a general measure of diversity in state government, a current workforce composition report (April 17, 2008) comparing your department to the executive branch overall is provided. Please use this as needed.

V. Efforts of the Agency to Encourage and Celebrate Diversity

AGENCY ACTION: Please fill in the following text boxes for each question. This will constitute your plan for FY 2009 to encourage and celebrate diversity. Also report any FY 2008 activities.

Describe how the success of your diversity efforts advances your department's long-term strategic objectives and business goals.

We continue to maintain our multi-year efforts at not having any under-utilized areas.

We just named our offices the Edna Griffin offices and had a very successful reception.

We sponsor or attend hundreds of events each year.

Describe how your managers and supervisors will be involved in diversity.

The nature of our agency is that we work on diversity on a daily basis. For staffing, we constantly review the make-up of current staff, of interns, of students, and volunteers. The latter three categories assist in recruitment of diverse staff.

Executive Order 4 establishes the goal to be inclusive of employees with differences in age, race, creed, color, sex, sexual orientation, gender identity, national origin, religion, and disability. Describe the methods and activities you plan to initiate in FY 2009 to broaden inclusiveness for all these groups.

The nature of our agency is that we work on diversity on a daily basis. For staffing, we constantly review the make-up of current staff, of interns, of students, and volunteers. The latter three categories assist in recruitment of diverse staff.

Through our work, we convene, sponsor and attend hundreds of events. From the directors' annual attendance at career day at Drake Law School and speaking at colleges, to the directors' and other staff appearances before stakeholder groups encouraging application, we work at maintain inclusiveness. In a sense, our goal is to maintain the high level of inclusiveness we already have.